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30 APRIL 1970

## MEMORANDUM FOR THE RECORD

SUBJECT : CS TRAINING COMMITTEE MEETING, 27 APRIL

REFERENCE: ATTACHED AGENDA

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1. THE COMMITTEE MEETING HAD BEEN CALLED BY [ ] AS RECENTLY AS 24 APRIL; AND AS I UNDERSTAND IT, JOHN TILTON FOUND OUT ABOUT IT ONLY RATHER INCIDENTALLY. HE TOLD [ ] HE FELT OTR SHOULD BE REPRESENTED. [ ] SAID HE WOULD BE GLAD TO HAVE PEOPLE ATTEND. AS A RESULT, THE DDTR, TILTON, AND I WERE PRESENT, BUT HAD NO RESPONSIBILITY FOR PREPARING THE ITEMS ON THE AGENDA. ALTHOUGH THE IDEAS ON THE AGENDA ITEMS ARE RATHER BADLY EXPRESSED, THE MEETING PROVIDED A USEFUL OPPORTUNITY TO REPORT TO THE COMMITTEE ON THE RECENTLY COMPLETED ADVANCED OPERATIONS COURSE. IN FACT, ALTHOUGH THE AGENDA INDICATES THAT THE MEETING WOULD BE CONCERNED PRINCIPALLY WITH THE SUBJECT OF A MIDCAREER COURSE FOR THE CS, VERY LITTLE DISCUSSION ON THE SUBJECT TOOK PLACE. THE MAJORITY OF THE MEETING, AS SAID, WAS CONCERNED WITH THE AOC. IT IS SOMEWHAT DIFFICULT TO DETERMINE WHAT LIES BEHIND THE PROPOSITION THAT PERHAPS THE CS NEEDS A MIDCAREER COURSE THAT WOULD, PRESUMABLY, PARALLEL IN SOME FASHION THE PRESENT MIDCAREER EXECUTIVE DEVELOPMENT COURSE. NEVERTHELESS, IT SEEMS A FAIRLY GOOD GUESS THAT THE DD/P MIGHT WANT TO HAVE HIS OWN MIDCAREER COURSE, THUS COMPARTMENTING FURTHER THE CS FROM THE OTHER DIRECTORATES. [ ] WHO CHAIRED THE COMMITTEE MEETING, SPOKE STRONGLY IN FAVOR OF COMPARTMENTATION AND SEEMED TO FEEL THAT ITS PRINCIPLES ARE REGULARLY VIOLATED IN THE CURRENT MIDCAREER COURSE. IT IS THIS FACT, HE SAID, THAT IS SO DISTURBING TO THE DD/P. THE [ ] LINE DID NOT GET VERY FAR, HOWEVER, BECAUSE MOST OF THE MEMBERS OF THE COMMITTEE PRESENT EXPRESSED STRONG OPINION THAT REALLY SENSITIVE OPERATIONAL MATTERS ARE NOT DISCUSSED IN THE COURSE, THAT OFFICERS ATTENDING IT HAVE THE CAPABILITY OF KNOWING WHAT TO PROTECT FROM EXPOSURE, AND THAT THE COURSE IS GENERALLY OF CONSIDERABLE BENEFIT TO CS OFFICERS. IN GENERAL, THERE SEEMED TO BE NO SENTIMENT IN THE COMMITTEE TO ESTABLISHING A RIVAL MIDCAREER COURSE FOR CS OFFICERS. THE DISCUSSION CONCENTRATED ON THE AOC--WHICH IS, IN A LIMITED SENSE, A MIDCAREER COURSE ITSELF.

2. CERTAIN MEMBERS OF THE COMMITTEE REPORTED THAT THEY HAD ALREADY RECEIVED EITHER WRITTEN OR ORAL EVALUATIONS OF THE AOC AND FOUND THAT THESE WERE DEFINITELY POSITIVE IN NATURE. [ ] SPOKE OF THREE FE OFFICERS WHO HAD ALREADY SUBMITTED THEIR REPORTS AND THAT THEY WERE DEFINITELY FAVORABLE TO THE AOC. [ ] SAID THAT HIS TWO

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STAT REPRESENTATIVES IN THE COURSE CONSIDERED IT TO BE EXCELLENT, ALTHOUGH THERE WAS SOME QUESTION OF THE VALIDITY OF LIVE PROBLEMS WHERE ROLE PLAYING IS REQUIRED. OTHER MEMBERS OF THE COMMITTEE PRESENT REPORTED THAT THEY, TOO, HAD HEARD GOOD REPORTS ABOUT THE COURSE, AND THEY FELT THAT THE DD/P'S DETERMINATION TO HAVE IT CONTINUE IS AN IMPORTANT INDICATOR THAT THE COURSE WILL HAVE AN ESTABLISHED FUTURE. THERE NEXT AROSE A DISCUSSION OF THE QUALIFICATIONS OF STUDENTS FOR THE COURSE. ON THIS THERE SEEMED TO BE SOME CONFUSION. [ ] FOR EXAMPLE, SAID IT WAS HIS FEELING THAT THE COURSE SHOULD BE GIVEN TO PEOPLE WHO, ALTHOUGH GOOD OFFICERS, WERE SOMEWHAT SUBSTANDARD IN THEIR PERFORMANCE. HAVING TAKEN THE COURSE, THEIR FUTURE PERFORMANCE COULD BE EXPECTED TO COME UP TO PAR. TILTON AND I AND OTHERS TOOK EXCEPTION TO THIS POSITION, SAYING THAT IT HAD BEEN THE FEELING ALL ALONG THAT THE COURSE COULD NOT MAKE A GOOD OFFICER OUT OF SOMEONE WHO WAS NOT ALREADY OF ABOVE-AVERAGE CAPABILITY. [ ] STRONGLY AGREED AND SAID HE FELT IT IMPORTANT THAT ONLY BETTER TYPES ATTEND THE COURSE. THIS SEEMED TO BE THE CONSENSUS OF THE GROUP, BUT I AM NOT SURE THAT [ ] IS CONVINCED. THERE THEN FOLLOWED A DISCUSSION ABOUT THE MOTIVATION AND PERFORMANCE OF OFFICERS ATTENDING THE COURSE. I MADE THE POINT THAT THOSE WHO WERE ABOUT TO HAVE OVERSEAS ASSIGNMENTS SEEMED TO WORK HARDER AND CONTRIBUTE MORE THAN THOSE WHO WERE UNLIKELY TO HAVE OVERSEAS TOURS AGAIN. AGAIN, IT WAS THE CONSENSUS THAT WE SHOULD PROBABLY BE NOT SO RIGID IN THE FUTURE THAT ONLY THOSE PEOPLE HAVING OVERSEAS TOURS AHEAD OF THEM TAKE THE COURSE. IT WAS AGREED THAT THERE WOULD BE MANY PEOPLE WHO WOULD BE PERFORMING HEAD-QUARTERS JOBS BUT WHOSE PERFORMANCE WILL BE GREATLY ENHANCED BY HAVING THE KNOWLEDGE IMPARTED BY THE COURSE.

STAT 3. FURTHER WITH RESPECT TO MOTIVATION, THE SUBJECT AROSE AS TO WHETHER OR NOT THE STUDENTS SHOULD BE EVALUATED. I REVIEWED THE HISTORY OF THIS, SAYING THAT IT HAD LONG BEFORE BEEN AGREED THAT WE WOULD SINGLE OUT THOSE INDIVIDUALS WHO HAD PERFORMED OUTSTANDING IN ANY PARTICULAR PART OF THE COURSE, AND SIMILARLY WE WOULD IDENTIFY THOSE--IF ANY--WHO PERFORMED SO BADLY THAT SOME ACTION WOULD SEEM ADVISABLE. WITH A QUITE REMARKABLE UNANIMITY, THE MEMBERS OF THE COMMITTEE DID NOT SEEM TO FEEL THAT THIS WAS SUFFICIENT FOR THEIR PURPOSES. AS SEVERAL OF THEM POINTED OUT, MOST PARTICULARLY [ ] THE RELEASE OF PERSONNEL FOR EIGHT WEEKS OF TRAINING STRONGLY SUGGESTS THE NECESSITY OF TURNING IN SOME KIND OF REPORT THAT WOULD BE HELPFUL TO SUPERVISORS IN MAKING APPROPRIATE ASSIGNMENTS AND IN HANDLING PERSONNEL MATTERS IN THE FUTURE. [ ] FOR HIS PART, SAID THAT HE HAD BEEN STRUCK BY THE FACT THAT IN HIS REVIEW OF THE GS-12 FILES IN THE RECENTLY COMPLETED EXERCISE TO IDENTIFY PERSONNEL FOR EITHER ADVANCEMENT OR RELEASE FROM THE SERVICE, A GREAT MAJORITY OF THE TRAINING REPORTS IN THE FILES SIMPLY WERE CERTIFICATES OF ATTENDANCE. HE SAID THAT THESE WERE SIMPLY OF NO USE WHATSOEVER IN EVALUATING AN INDIVIDUAL. HE, AND MOST OF THE OTHERS PRESENT IN THE ROOM, SEEMED TO FEEL THAT OTR HAD AN OBLIGATION TO THE CS TO TELL THE EMPLOYER SOMETHING

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ABOUT THE EMPLOYEE, PARTICULARLY SOMETHING ABOUT HIS ATTITUDE AS REVEALED IN TRAINING SITUATIONS. IN RESPECT TO THE ARGUMENTS THAT I SUGGESTED AS TO WHY A NARRATIVE ASSESSMENT OF A PERSON IN THE AOC MIGHT NOT BE FEASIBLE, SEVERAL MEMBERS OF THE GROUP PRESENT FELT THAT ALTHOUGH INDEED WE SHOULD NOT ASSIGN LETTER GRADES OR MARKS TO THE PERFORMANCE OF STUDENTS IN THE SKILLS PORTION OF THE COURSE, STILL WE OUGHT TO BE ABLE TO SAY SOMETHING ABOUT THE STUDENTS AS PROFESSIONAL OFFICERS IN THE ORGANIZATION. AS IS KNOWN, THE MATTER OF EVALUATING PERSONNEL IN AREAS OUTSIDE THE SUBJECT MATTER THAT PERMITS QUITE PRECISE GRADING, THERE HAS BEEN MUCH CONTROVERSY AND RELUCTANCE TO ENGAGE IN "ASSESSMENT" OF PERSONS BY INSTRUCTORS. I THINK THERE IS MORE TO BE SAID FOR BOTH SIDES OF THIS ISSUE, AND SINCE THE COURSE IS STILL CONSIDERED EXPERIMENTAL, I PROPOSED THAT WE DEFER ANY FURTHER DISCUSSION OR CONCLUSION ON THIS MATTER UNTIL WE HAVE ADDITIONAL DATA ON THE VALIDITY OF THE TRAINING OFFERED. MY PURPOSE, OF COURSE, WAS TO GAIN SOME TIME IN ORDER TO GET AN OTR POSITION ON THE MATTER. STILL, THE PRESSURE WAS SUFFICIENTLY GREAT THAT THE DDTR AND C/OS FELT THAT SOME ACCOMMODATION TO THE INTEREST EXPRESSED SHOULD BE HANDLED. THEREFORE, IT SEEMED NECESSARY TO INDICATE A WILLINGNESS TO CONSIDER THIS AND, PRESUMABLY, TO COMPLY WITH A VERY DETERMINED POSITION.

4. FROM AN AGREEMENT THAT THERE WILL BE SOME FORM OF ASSESSMENT PROVIDED TO THE SPONSORING ELEMENTS OF THE CS FOR AOC STUDENTS, THE QUESTION WAS DISCUSSED AS TO THE RESPONSIBILITIES THE CS HAS TOWARDS OTR IN STATING WHAT THEY ARE LOOKING FOR AND WHAT THEY WANT TO KNOW ABOUT PEOPLE ATTENDING THE COURSE. THE DDTR MADE A PARTICULAR POINT OF SAYING THAT ALTHOUGH WE WOULD BE ABLE TO COMPLY TO THE REQUEST FOR EVALUATION, STILL IT IS OBLIGATORY THAT THE CS SPECIFY ITS REQUIREMENT AND ALSO MAKE KNOWN TO THE STUDENTS THEMSELVES THAT OTR WILL BE PERFORMING AN EVALUATION OF PERFORMANCE AT THE REQUEST OF THE CS ITSELF. NO ONE DISAGREED WITH THIS POSITION. IN FACT, THERE SEEMED TO BE SYMPATHY GENERALLY FOR THE OTR POSITION THAT THE STUDENT ARRIVING FOR THE COURSE MUST KNOW WHAT IS EXACTLY EXPECTED OF THEM BY THEIR EMPLOYERS. ACE SAID HE WOULD SPELL OUT THE REQUIREMENT AND WOULD SEE TO IT THAT NOTICE TO STUDENTS ATTENDING THE NEXT COURSE WOULD BE GIVEN BY THE SENIOR TRAINING OFFICERS OF EACH DIVISION. THIS ALSO RELATES TO THE POINT THAT WAS DISCUSSED EARLIER IN THE MEETING; NAMELY, THAT STUDENTS ATTENDING SHOULD BE UNDER NO MISAPPREHENSION ABOUT WHAT IS EXPECTED OF THEM IN THE LEARNING SITUATION. AGAIN, IT WAS AGREED THAT THERE SHOULD BE NO CONFUSION IN THE FUTURE ABOUT WHETHER THE AOC IS A GENTLEMAN'S COURSE OR A WORKING COURSE. IT IS THE LATTER, AND ALL PEOPLE ATTENDING IT SHOULD KNOW IT IN ADVANCE. PRESUMABLY, ALSO, THE DD/P WILL MAKE THIS POINT CLEAR TO PERSONS SELECTED TO ATTEND THE COURSE.

5. TWO OTHER ITEMS ON THE AGENDA (OPERATIONS [ ] TRAINING AND THE OPERATIONS SUPPORT COURSE) WERE DROPPED FROM THE DISCUSSION DUE TO LACK OF TIME. A SHORT DISCUSSION DID TAKE PLACE ON THE SUBJECT OF TRAINING FOR [ ] PERSONNEL. AS SEEN IN THE AGENDA, THE PROPOSITION IS THAT WITH AN INCREASE IN [ ] ASSIGNMENTS, THERE WILL BE SOME NEED FOR ADJUSTMENTS IN PLACE AND TYPE OF TRAINING OFFERED. AS IT DEVELOPED, THERE SEEMED TO BE SOME QUESTION ABOUT THE VALIDITY OF THE PROPOSITION. ACCORDING TO [ ] THERE APPEARS TO BE NO INDICATION OF

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PERSONNEL IN THE NEAR OR FORSEEABLE FUTURE ABOVE A VERY LIMITED CEILING.

THERE APPEARS TO BE SUFFICIENT CAPABILITY WITHIN ALT TO HANDLE THE NEEDS OF THE CS FOR THE TIME BEING. IN SHORT, THE PROBLEM DOES NOT SEEM TO BE SO GREAT AS INDICATED IN THE AGENDA.

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